

**TORONTO SENIORS HOUSING CORPORATION**

**Board of Directors Meeting Package**

**Date:** October 27, 2021

**Time:** 8:30AM-11:30AM

**Location:** WebEx

# Toronto Seniors Housing Corporation

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# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation BOARD OF DIRECTORS MEETING AGENDA

**Date:** Wednesday, October 27, 2021

**Time:** 8:30AM-11:30AM

**Location:** Webex

	Time	Description	Action	Supporting Documents	Presenter
1	8:30 5 min	Chair's Remarks	Information	NA	Maureen Quigley, Board Chair
2	8:35 5 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3	8:40 5 min	Approval of Public Meeting Minutes of September 28, 2021	Approval	Public Meeting Minutes – September 28, 2021	Chair
4	8:45 5 min	Declarations of conflict of interest (Chair's Poll)	Declaration	Agenda	Chair
5	8:50 2 min	Motion to move into closed session	Approval		Chair
6	8:52 2 min	Motion to approve closed-session agenda	Approval		Chair
7	8:53 1 min	Declarations of conflict of interest (Chair's Poll)	Declaration	Agenda	Chair
8	8:55 20 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable</i>	Approval		Warren Law

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		<i>individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>			
9	9:15 5 min	Motion to move into public session	Approval		Chair
10	9:20 5 min	Motion to approve in-camera decision	Approval		Chair
11	9:25 10 min	Transitional Lead's Report	Information	Verbal Report	Michael Sherar
12	9:35 20 min	TSHC Board Standing Committee Structure	Approval	Board Standing Committee Principals	Lawrence D'Souza
13	9:55 5 min	CEO Search Update	Information	Verbal Report	Chair
14	10:00 30 min	TSHC/TCHC 2022 Financial Planning	Information	Statement of Operations Statement of Financial Position 2022 Transitional Budget TCH – 2020 Actual Results	Norman Rees
15	10:30 15 min	Transition Communications Plan	Information	Joint Transition Communications Plan	Arlene Howells
16	10:45 15 min	Draft Executive Leadership Team	Information	Draft Executive Leadership Team Structure – Organizational Chart	Helena Ferreira
17	11:00 5 min	TSHC/TCHC Shared Services Review	Information		Mary Tate
18	11:05 10 min	Transition Project Plan	Information	Board Project Status Report	Mary Tate
19	11:15 5 min	2022 Board Meeting Dates	Approval		Chair
20	11:20	Adjournment	Approval		Chair

**Toronto Seniors  
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**Item 3**

**Attachment 1 – TSHC Public Meeting Minutes – September 28, 2021**

## **Board of Directors**

### **Toronto Senior Housing Corporation**

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its third public meeting on September 28, 2021 at 8:30 a.m. (EDT) via video conference. The meeting was recorded and subsequently posted to the City's [website for TSHC](#).

#### **Directors in Attendance:**

Maureen Quigley (Chair)  
Councillor Paul Ainslie  
Lawrence D’Souza  
Councillor Paula Fletcher  
Linda Jackson  
Warren Law  
Carrie MacNeil  
Jim Meeks  
Brenda Parris  
Chris Murray, ex-officio

#### **City staff present:**

Paul Johnson, *Deputy City Manager – Community and Social Services – City of Toronto*

Emily Gaus, *Project Manager, Tenants First - Social Development, Finance and Administration*

Emma Helfand-Green, *Management Consultant, Seniors Services – Seniors Services and Long-Term Care*

Michael Smith, *Solicitor, Municipal Law – City of Toronto Legal Services Division*

## **Toronto Seniors Housing Corporation**

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TSHC representatives present:

Michael Sherar, Interim Transitional Lead and Chief Corporate Officer

Rajni Vaidyaraj – *Interim Executive Assistant*

Arlene Howells – *Interim Communications and Stakeholder Relations Lead*

Mary Tate – *Interim Project Management Lead*

Helena Ferreira – *Interim Human Resources Lead*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

Anjali Chauhan, *Account Executive – DSA Corporate Services Inc.*

### **CONSTITUTION AND NOTICE OF MEETING**

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Ms. Quigley served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

All the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

### **ITEM 1: CHAIR'S REMARKS**

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The Chair welcomed everyone to the third Board meeting and noted the Acknowledgement of the Land. She recognized that the first Truth and Reconciliation Day will take place on September 30, 2021. She indicated that the Interim Transitional Lead had recruited the majority of his interim team. She stated that this was the first meeting holding public deputations and that one deputant will speak on item 13. Finally, she indicated that the public meeting was being recorded in order to post on the City's website for TSHC for public viewing.

### **ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA**

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## **Toronto Seniors Housing Corporation**

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The Chair asked if there were any additions to the public meeting agenda. Hearing none:

*Motion carried*      **UPON MOTION**, duly made by Mr. Law, and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting agenda, as presented, is hereby approved.

### **ITEM 3:      APPROVAL OF PAST MINUTES**

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The Chair tabled the minutes of the last public meeting held on August 11, 2021 and asked that they be taken as read.

*Motion carried*      **UPON MOTION**, duly made by Ms. MacNeil, and seconded by Counsellor Ainslie, **IT WAS RESOLVED THAT** the public meeting minutes of August 11, 2021, as table, are hereby approved.

### **ITEM 4:      APPROVAL OF PAST MINUTES – CLOSED SESSION**

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The Chair indicated that as per the By-Laws of the Corporation, closed session minutes are to be approved during the public session. Any further discussion regarding closed session minutes would need to be made in a closed session.

The Chair tabled the minutes of the closed meeting held on June 30, 2021 and asked that they be taken as read.

*Motion carried*      **UPON MOTION**, duly made by Mr. Meeks, and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the closed meeting minutes of June 30, 2021, as table, are hereby approved.



## Toronto Seniors Housing Corporation

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### ITEM 5 : APPROVAL OF PAST MINUTES – CLOSED SESSION

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The Chair tabled the minutes of the closed meeting held on August 11, 2021 and asked that they be taken as read.

*Motion carried*      **UPON MOTION**, duly made by Ms. Jackson, and seconded by Counsellor Ainslie, **IT WAS RESOLVED THAT** the closed meeting minutes of August 11, 2021, as table, are hereby approved.

### ITEM 6: INTERIM TRANSITIONAL LEAD AND CHIEF CORPORATE OFFICER'S REPORT

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At the invitation of the Chair, Mr. Sherar provided a verbal report. He introduced the interim team members in attendance and provided the names of the entire interim team, namely:

Rajni Vaidyaraj, Interim Executive Assistant

Norman Rees, Interim Financial Lead

Arlene Howells, Interim Communications and Stakeholder Relations Lead

Mary Tate, Interim Project Management Lead

Helena Ferreira, Interim Human Resources Lead

Mr. Sherar noted that Ms. Howells will be assisting with communications and stakeholder relations, including tenant engagement, Mr. Rees will be managing the budget during the transition period and working with Toronto Community Housing and City staff to develop the TSHC operating budget post transition, Ms. Tate will be leading the transition project management and Ms. Ferreira will liaise with the unions and Toronto Community Housing to plan the transition of employees. He indicated that the first permanent staff member will be the hiring of the general

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counsel and corporate secretary, which the working group will present a shortlist of candidates to the Board at the next meeting.

Mr. Sherar discussed a first few items the new transition team would address, namely reviewing the detailed expenses from the Toronto Community Housing Corporation (TCHC) regarding senior housing in order to create a budget and the plans for TSHC corporate office's location both of which will be presented at upcoming Board meetings.

### **ITEM 7: CHAIR'S POLL RE: CONFLICT OF INTEREST**

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The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any agenda item.

**No conflicts were declared.**

### **ITEM 8: MOTION TO APPROVE POLICY FOR TSHC BOARD MEETING CLOSED SESSIONS**

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The Chair provided a review of report (BD:2021-14) which outlined information on the TSHC closed session policy. She reiterated that closed session minutes are to be approved during the public session. Any further discussion regarding closed session minutes would need to be made in a closed session. The Chair tabled an amendment to the policy to add "as with all closed sessions items" last line of the policy as it was inadvertently left out.

In discussion, Councillor Fletcher asked about the City of Toronto Act as it governs the Board unless it meets certain criteria in relation to posting of all Board sessions including public orientations on the corporate website.

*Motion carried*      **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** that the Directors receive the

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report and approve the TSHC Board of Directors meetings closed session policy.

### ITEM 9: MOTION TO APPROVE A GOVERNANCE WORKGROUP

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The Chair provided a review of report (BD:2021-15) which outlined information on the establishment of a Governance Workgroup that will recommend to the Board a Board Committee Structure.

*Motion carried*      **UPON MOTION**, duly made by Ms. MacNeil and seconded Counsellor Fletcher and unanimously carried, **IT WAS RESOLVED THAT** the Directors receive the report and approve the establishment of TSHC Board of Directors Workgroup according to the Governance Workgroup Terms of Reference.

### ITEM 10: MOTION TO APPROVE THE TSHC CHIEF EXECUTIVE OFFICER SEARCH PROCESS

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The Chair provided a review of report (BD:2021-16) which outlined information on the establishment of a Chief Executive Officer (CEO) Search Workgroup to undertake the process for recruitment of a permanent CEO for TSHC and bring to the Board candidate(s) for consideration and approval for appointment.

In discussion, it was suggested that Mr. Murray, ex-officio be added to the workgroup.

*Motion carried*      **UPON MOTION**, duly made by Ms. Jackson and seconded by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT** Mr. Murray be added to the workgroup.

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*Motion*            **UPON MOTION**, duly made by Ms. Parris and seconded by  
*Carried*            Counsellor Fletcher and unanimously carried, **IT WAS RESOLVED**  
*as*                   **THAT** the Directors receive the report and approve the  
*amended*        establishment of TSHC Board of Directors CEO Search Workgroup  
                         according to the CEO Search Workgroup Terms of Reference as  
                         amended.

### **ITEM 11:    MOTION TO APPROVE TSHC INTERIM INSURANCE COVERAGE**

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At the invitation of the Chair, Mr. Sherar, provided a review of report (BD:2021-17) which outlined information on the Errors and Omissions (E&O) insurance plan. He asked Ms. Ferreira to join the meeting to answer questions from the Board.

*Motion*            **UPON MOTION**, duly made by Councillor Ainslie and seconded by  
*Carried*            Counsellor Fletcher, **IT WAS RESOLVED THAT** the Board of  
                         Directors receive the report and approve continuing coverage of  
                         TSHC through the City of Toronto Errors and Omissions insurance  
                         plan through the transition period until a comprehensive insurance  
                         plan for TSHC as an operating company is developed and brought  
                         back to the Board for approval.

### **ITEM 12:    MOTION TO APPROVE THE APPOINTMENT OF AUDITORS FOR FISCAL                  2021**

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At the invitation of the Chair, Mr. Sherar provided a review of report (BD:2021-18) which outlined information on the selection of auditor for the 2021 financial year.

*Motion*            **UPON MOTION**, duly made by Mr. Law and seconded by Ms.  
*carried*            MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the  
                         Board receive the report and:

## **Toronto Seniors Housing Corporation**

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1. Appoint KPMG as the external auditor of Toronto Seniors Housing Corporation for the year ended December 31, 2021, with remuneration set at \$7,500.00 plus HST.
2. The Board Chair is authorized to sign the audit engagement letter.

### **ITEM 13: TSHC/TCHC JOINT TRANSITION WORK PLAN**

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**DEPUTATION:** The following verbal deputation was received with respect to the report.

1. Maureen Clohessy

The Chair welcomed the first ever deputant to the meeting and indicated she had five minutes to address the Board at which time the Directors may ask questions afterwards. The deputant spoke to the need for effective and frequent engagement and communication with tenants regarding the transition work. The deputant raised concerns with the effectiveness of current mechanisms for tenant engagement and feedback. Several Board members had questions of clarification for the deputant and asked her to expand on specific areas of the advice she was providing to TSHC.

Following discussion on the issues raised by the deputant, the Board asked that the Transitional Lead work to ensure tenants are engaged effectively through the transition process.

At the invitation of the Chair, Mr. Sherar provided a review of report (BD 2021-19) advised the Board on the development of the Joint Transition Work Plan noting key items that will be reviewed and approved by the Board during the transition process. The Board asked several questions of clarification particularly on the issues of tenant engagement and the shared services review.

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The Chair informed the Board that she and the Transitional Lead had met with the Toronto Community Housing Board Chair and CEO to discuss the importance of collaboration between TCHC and TSHC during the transition process and the potential of a joint Board level group to meet at key points to facilitate successful transition on June 1, 2022.

*Motion carried*      **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board receive the report and approve the Toronto Seniors Housing Corporation/Toronto Community Housing Corporation Joint Transition Workplan.

### ITEM 14:    TERMINATION

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*Motion carried*      **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting terminate at 10:42 a.m. (EDT).

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Maureen A. Quigley, Chair  
Board of Directors

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Monique Hutchins, Secretary

**Toronto Seniors Housing Corporation  
Board of Directors Standing Committee Structure**

Item #12

October 27, 2021

Board of Directors

**Report: BD: 2021-21**

**To:** Board of Directors

**From:** Lawrence D'Souza, Chair, Governance Workgroup

**Date:** October 27, 2021

**PURPOSE:**

The purpose of this report is to recommend to the Board of Directors a Standing Committee structure for the Toronto Seniors Housing Corporation.

The Board as a whole is responsible for establishing annual and long-range strategies and plans of the Corporation, consistent with the provisions in the Shareholder Direction.

At this stage, areas of high-level responsibilities of each Standing Committee have been identified and listed. Specific roles (such as recommending, overseeing, establishing, etc.) will be contained in the draft terms of reference for each Standing Committee.

**RECOMMENDATION:**

It is recommended that the Board Directors adopt the following resolution:

**BE IT RESOLVED** that the Toronto Seniors Housing Corporation establish the following Standing Committees of the Board of Directors with the

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proposed high-level responsibilities and membership, along with the Board Standing Committee Principles:

- Corporate Governance and Human Resources Committee
- Audit, Finance and Risk Management Committee
- Quality and Tenant Engagement Committee

### **1. Corporate Governance and Human Resources Committee**

#### Responsibilities

(a) Corporate Governance:

- Board policies, by-law amendments and corporate policies
- Standing Committees of the Board
- Board evaluation and effectiveness
- Board level compliance with the Shareholder Direction, City Council directives and requests, TSHC Articles of Incorporation, the Ontario Business Corporation Act, the Housing Services Act, all applicable legislation, and with binding agreements
- Investigation and litigation

(b) Human Resources:

- Chief Executive Officer appointment, terms of employment, compensation, and performance monitoring
- Human resources and labour relations

Membership: 2 public members, 1 City Councillor, Board Chair (ex-officio)

### **2. Audit, Finance and Risk Management Committee**

#### Responsibilities:

- Annual operating budget
- Financial management, including establishing and maintaining appropriate financial reserves
- Banking authorities



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- Relationship with external and internal auditor in the conduct of the annual audit processes
- Internal Controls and Enterprise Risk Management
- Insurance
- Procurement oversight
- Financial compliance and reporting to the Shareholder on matters coming within the scope of the Committee's responsibilities

Membership: 2 public members, Board Chair (ex-officio)

### **3. Quality and Tenant Engagement Committee**

#### Responsibilities:

- Corporate performance pertaining to tenant matters and the quality framework, and reporting
- Tenant engagement
- Stakeholder relations and partnerships
- Community safety
- Confronting Anti Black Racism
- Progress against TSHC's strategic plan

Membership: 2 public members including at least one tenant member, 1 City Councillor, Board Chair (ex-officio)

#### **Common to all Standing Committees:**

- The Board Chair's role as ex-officio member of each committee may be delegated to the Vice Chair in the absence of the Board Chair.
- All members of the Board Standing Committees, including the ex-officio members Board Chair and the Vice Chair, will be considered voting members, unless otherwise designated.
- Subject to the TSHC Board of Directors Meetings Closed Door Policy and the THSC Deputations Policy, THSC Standing Committee

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meetings shall be carried out in open sessions (i.e., accessible by the public).

### **REASONS FOR RECOMMENDATION:**

The Governance Workgroup of Toronto Seniors Housing Corporation Board of Directors met on October 5, 2021, to develop the recommendation for the Board Standing Committee structure.

The recommendation is based on a consideration of all relevant factors including the scope of Board responsibilities (i.e., those specified in the Shareholder Direction from City of Toronto) and the limited number of Board members (9) available to cover Committee work

The approach, as much as possible, is to have each Board member sitting on one committee except for the Board Chair (or the Vice Chair in their absence). The recommendation regarding membership has also considered the requirement for a Councillor to be a member of the Board Committee that will establish and oversee executive compensation.

If the resolution on the Board committee structure is approved, the next steps for the Governance Workgroup will be to:

1. Canvass Directors for their assignment preference and bring to the Board for approval the final Committee membership and
2. Develop Terms of Reference for each committee and bring to the Board for approval.

### **Annex 1: Board Standing Committee Principles**

### **SIGNATURE:**

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Lawrence D'Souza, Chair  
TSHC Board of Directors Governance Workgroup

**Toronto Seniors  
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**Item 12**

**Attachment 2 – Board Standing Committee Principals**

## **Annex 1**

### **Board Standing Committee Principles**

*(These principles will be included as a policy in the proposed Board Policy Manual)*

#### **a) Relationship between the Board and Board Standing Committees**

- i. The Board will determine the duties of each committee. The Board will approve terms of reference and membership of the Board committees annually on the recommendation of the Corporate Governance and Human Resources Committee as soon as following the annual meeting.
- ii. The Board will monitor the performance of its Board committees at each regular Board meeting through a summary written report and verbal report by the committee chair related to specific recommendation of the Board committee for approval by the Board
- iii. The Terms of Reference for Board committees will be reviewed annually by the respective committee, which will make recommendations to the Corporate Governance and Human Resources Committee and thereafter to the Board for approval as appropriate.
- iv. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such delegation will be framed to not conflict with the authority delegated to the Chief Executive Officer.
- v. Unless otherwise specified, Board Standing Committees may not commit or bind the Corporation to any course of action and no decision of a committee is binding on the Board until approved or ratified by the Board.
- vi. Unless otherwise authorized to do so, a Board committee may not engage independent legal counsel or consulting advice without prior Board approval.

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- vii. The Standing Committee Chairs may, at any time, call a special meeting of their respective Board Standing Committees.

### **b) Mandate of Board Standing Committees**

- i. The number and type of committees should support the Board in fulfilling its defined responsibilities and maximizing the participation of individual Directors.
- ii. The Board, as a whole, is responsible and accountable for the work that is done on its behalf by committees, work groups, task groups, etc.
- iii. The mandate for each Board Standing Committee is outlined in terms of reference.
- iv. Board Standing Committees should establish annual goals, work plans and work products for Board approval.
- v. The Board, through the Corporate Governance and Human Resources Committee, should conduct a periodic review of Board Standing Committees to ensure the continuing relevance of their mandate and membership.

### **c) Membership and Term**

- i. The responsibility for Board Standing Committee participation should be balanced among all Directors.
- ii. All Directors should be expected to serve on at least one Board Standing Committee.
- iii. Board Standing Committee Terms of Reference should specify a defined number of Committee members.
- iv. Members of Board Standing Committees are appointed annually by the Board on the recommendation of the Corporate Governance and Human Resources Committee, following a canvass of Directors for their interests and preferences.
- v. All members of the Board Standing Committees, including the ex-officio members Board Chair and the Vice Chair, will be considered voting members, unless otherwise designated

**TSHC/TCHC Financial Planning**

Item #14

October 27, 2021

Board of Directors

**Report: BD: 2021-22**

**To:** Board of Directors

**From:** Norman Rees, Interim Financial Lead

**Date:** October 15, 2021

**PURPOSE: INFORMATION UPDATE**

**PURPOSE:**

The purpose of this report is to provide an update on TSHC current financial position, planning for the 2022 Transition budget (to June 1, 2022), and planning with respect to TSHC's operating budget (post June 1, 2022).

**RECOMMENDATION:**

It is recommended that the Board of Directors receive the report for information purposes.

**REASONS FOR RECOMMENDATION:**

**Financial Results through September 30, 2021**

In early October 2021, Toronto Seniors Housing Corporation (TSHC) received \$985,000 from the City of Toronto (City) for expenditures relating to the fiscal year ending December 31, 2021. The deposit amounted to \$90,000 (10%) more than the Board of Directors approved budget.

## **Toronto Seniors Housing Corporation**

Concurrently, the banking arrangements with RBC were completed and TSHC is now able to pay its board, staff, and vendors.

### Statement of Operations (Attachment 1)

Through September 30, 2021, TSHC incurred \$232,969 in expenses and recognized the same amount as revenue. Expenses incurred were for staff compensation, TSHC lead consultants and other third-party vendors.

### Statement of Financial Position (Attachment 2)

The Statement of Financial Position shows:

1. Cash – \$824,750
2. Accounts Payable - \$72,719
3. Deferred Revenue - \$752,031

Once TSHC confirms its HST rebate percentage, there will be a reduction in expenses and an increase in HST receivable.

## **2022 Budget**

### 2022 Transition Budget (January 1 to May 31, 2022) (Attachment 3)

TSHC is currently developing its 2022 Transition Budget and had preliminary discussions with City staff on October 15, 2021.

A final transition budget will be provided, for information, to the Board of Directors at its November 2021 meeting.

A preliminary transition budget has been developed with input from the interim leadership team and includes implementation resource considerations necessary for a June 1, 2022, transition date. The following chart outlines the various known and costed budget elements.

Expense Category	Description	Amount
Salaries and Wages	<ul style="list-style-type: none"><li>• Interim Staff – 3 staff</li><li>• Board remuneration</li></ul>	\$467,000

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	<ul style="list-style-type: none"> <li>• Full time staff – CEO and General Counsel</li> </ul>	
Benefits	<ul style="list-style-type: none"> <li>• Employer benefits on the above, mostly statutory costs</li> </ul>	\$69,000
Transportation & Communications	<ul style="list-style-type: none"> <li>• Meeting travel costs</li> <li>• CEO location</li> </ul>	\$21,000
Services	<ul style="list-style-type: none"> <li>• Interim Leads – 3 leads</li> <li>• Implementation resourcing – 9 analysts</li> <li>• Legal services – labour relations</li> <li>• Benefits administration services</li> <li>• Executive Leadership Team recruitment services</li> <li>• Tenant mailings, web site refresh, early branding</li> <li>• External auditor, banking charges, Office 365 IT services</li> </ul>	\$1,229,000
Supplies	<ul style="list-style-type: none"> <li>• Misc. items</li> </ul>	\$7,000
Contingency	Ten percent of the above expenses	\$179,000
Total		\$1,972,000

Amounts not yet included in the above are:

- Fit up costs and office technology for office space..
- IT system costs relating to vendor charges and partitioning costs should TSHC use Toronto Community Housing Corporation (TCHC) IT systems for transactional processing – payroll, benefits provider, billing and collections, accounts payable, general ledger, etc.
- IT consultant to support the systems implementation and review.

### 2022 Incremental Budget - Operations

An Incremental Budget – Operations is being developed to account for new costs that will occur from establishing and operating TSHC. The Incremental



## **Toronto Seniors Housing Corporation**

Budget – Operations commences on June 1, 2022 (transition date), the 2022 Annualized Budget reflects a full 12 month's cost.

These 2022 Incremental Budget costs need to be included in the TCHC budget that is being presented to the City on October 25, 2021.

Certain of these costs have been quantified, such as Executive Leadership Team and Board remuneration, with many other cost elements still to be quantified. A key consideration in the development of the 2022 Incremental Budget is the nature and extent of shared services with TCHC, for example, the use of TCHC systems for transactional processing.

The following chart outlines the cost categories being contemplated by TSHC.

Expense	2022 Incremental Budget	2022 Annualized Budget
Executive Leadership Team, including benefits	\$1,373,000	\$2,471,000
Interim team through July 2022	\$399,000	\$0
Board remuneration	\$67,000	\$116,000
TSHC staff		
Information systems		
General Expenses, such as travel, employee and tenant engagement, business costs, such as audit, banking, etc.		
Total	\$1,839,000	\$2,587,000

The 2022 annualized incremental budget could be in the range of \$5 million to \$10 million.

2022 Annualized TSHC Budget (Attachment 4)

## **Toronto Seniors Housing Corporation**

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TCHC provided a proxy of the split between seniors housing and non senior housing based upon 2020 actual results. The seniors housing component of total TCHC is in Attachment 4.

Based on this split, TSHC revenue is \$120 million. Using this revenue as a basis for the 2022 annualized budget, the 2022 budget could be in the range of \$125 million - \$140 million when factoring in increases in rent, 2022 incremental operating budget and tenants first initiative.

**Attachment 3:** Statement of Operations

**Attachment 4:** Statement of Financial Position

**Attachment 5:** 2022 Transitional Budget

**Attachment 6:** Toronto Community Housing - 2020 Actual Results

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**Item 14**

**Attachment 3 – Statement of Operations**

# Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Financial Statements - Statement of Operations		Attachment 1
STATEMENT OF OPERATIONS	Actual Results to September 30, 2021	Budget
<b>Revenue</b>		
City of Toronto Grant	232,969	985,000
	-	
<b>Total Revenue</b>	232,969	985,000
<b>Expenses</b>		
Salaries and Wages	82,639	200,000
Benefits	4,934	-
Transportation and Communication	79	-
Services	122,822	685,000
Supplies	22,494	100,000
<b>Total Expenses</b>	232,969	985,000
<b>Excess of Revenue over Expenses</b>	(0)	-

**Toronto Seniors  
Housing Corporation**

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**Item 14**

**Attachment 4 – Statement of Financial Position**

# Toronto Seniors Housing Corporation

STATEMENT OF FINANCIAL POSITION		Actual Results to September 30, 2021
<b>Assets</b>		
Cash		824,750
Total Assets		<u>824,750</u>
<b>Liabilities &amp; Net Assets</b>		
Accounts payable and accrued liabilities		72,719
Deferred funding		752,031
Net assets		(0)
Total Liabilities & Net Assets		<u>824,750</u>

**Toronto Seniors  
Housing Corporation**

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**Item 14**

**Attachment 5 – 2022 Transitional Budget**

## Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation 2022 Transition Budget		Attachment 3		
STATEMENT OF OPERATIONS		2022		
		Transition Budget		
		Qtr. 1 (Jan 1 to March 31)	Qtr. 2 (April 1 to May 31)	Total Transition Budget
Revenue				
City of Toronto		1,031,295	942,463	1,973,758
Total Revenue		1,031,295	942,463	1,973,758
Expenses				
Salaries and Wages		244,000	223,000	467,000
Benefits		33,255	36,650	69,905
Transportation and Communication		6,000	15,000	21,000
Services		649,286	580,134	1,229,420
Supplies		5,000	2,000	7,000
Contingency @10% of Expenses		93,754	85,678	179,433
Total Expenses		1,031,295	942,463	1,973,758
Excess of Revenue over Expenses		0	0	0



**Toronto Seniors  
Housing Corporation**

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**Item 14**

**Attachment 6 – TCH-2020 Actual Results**

# Toronto Seniors Housing Corporation

Toronto Community Housing Corporation  
(Amounts in \$000's)

Attachment 4

	2020 Actual	Methodology	Allocation	Actual: 2020 Non Seniors/Non Scattered	Actual 2020 Seniors	Actual 2020 Scattered	Total
(Amounts in \$000s)							
CASH INFLOWS				Units			
Residential rent - RGI	255,575	Direct		182,527	71,260	1,788	255,575
Residential rent - Market	93,856	Direct		87,740	3,826	2,290	93,856
Bad Debt Expense	(4,675)	Direct		(3,149)	(1,303)	(223)	(4,675)
Subsidies	244,960	Indirect		204,640	40,320	-	244,960
Parking, Laundry and Cable Fees	35,986	Direct/ Indirect		30,185	5,719	82	35,986
Commercial rent	16,949	Direct		13,598	3,340	10	16,949
Other revenue	2,778	Direct		2,601	158	19	2,778
RPEI revenue	2,863	Indirect	RPEI Units	2,482	381	-	2,863
	631,343			507,027	120,360	3,957	631,343
CASH OUTFLOWS							
Utilities	125,866	Direct		106,797	17,913	1,155	125,866
Energy Efficiency savings		Indirect	Units	-	-	-	-
Municipal taxes	19,339	Direct		16,664	868	1,808	19,339
Mortgage Interest & Principal	130,653	Indirect	Units	97,467	30,703	2,482	130,653
IO Mortgage deferral	-						
Operations	128,620	Direct					
Regional Operation East	16,503	Direct		16,503	-	-	16,503
Regional Operation East (Non Wage)	24,009	Direct		23,638	-	371	24,009
Regional Operation Central	23,119	Direct		23,119	-	-	23,119
Regional Operation Central (Non Wa	19,346	Direct		19,108	-	237	19,346
Regional Operation West	21,360	Direct		21,360	-	-	21,360
Regional Operation West (Non Wage	22,448	Direct		22,406	-	42	22,448
COOP	1,835	Direct		1,835	-	-	1,835
Operations - Other	89,839	Indirect	Units				
Tenancy Resolution Office	5,092	Indirect	Units	3,799	1,197	97	5,092
Engagement Refresh	794	Indirect	Units	592	187	15	794
Programs and Partnerships	3,455	Indirect	Units	2,578	812	66	3,455
Community Safety Unit	31,996	Indirect	Units	23,869	7,519	608	31,996
Facility Management	33,661	Indirect	Units	25,111	7,910	640	33,661
Business Operation	10,554	Indirect	Units	7,873	2,480	201	10,554
Chief Operating Officer	1,743	Indirect	Units	1,300	410	33	1,743
Commercial	2,543	Indirect	Units	1,897	598	48	2,543
Corporate Services	59,176	Indirect	Units				
Legal	15,772	Indirect	Units	11,770	3,708	300	15,772
Finance	10,788	Indirect	Units	8,048	2,535	205	10,788
Chief Executive Officer	572	Indirect	Units	427	134	11	572
Housing Equity Commissioner	1,221	Indirect	Units	911	287	23	1,221
Human resources	12,831	Indirect	Units	9,572	3,015	244	12,831
Information technology	13,687	Indirect	Units	10,210	3,216	260	13,687
Strat. Planning & Communication	4,300	Indirect	Units	3,208	1,010	82	4,300
Development	227	Indirect	Units	169	53	4	227
Senior Housing Unit	12,139	Direct		-	12,139	-	12,139
Senior Housing Unit (Non Wages)	12,923	Direct		-	12,923	-	12,923
Other Expense	11,467	Indirect	Units	8,554	2,695	218	11,467
CARR Reserve	6,818	Indirect	Units	5,086	1,602	130	6,818
RPEI operating expenditure	4,149	Indirect	RPEI Units	3,597	552	-	4,149
Guaranteed equity housing project	164	Non-Seniors		164	-	-	164
IT/Corporate Capital	6,349	Indirect	Units				
IT Capital	1,721	Indirect	Units	1,284	404	33	1,721
Corporate Capital	4,628	Indirect	Units	3,453	1,088	88	4,628
Contribution to IO reserve	5,288	Non-Seniors		5,288	-	-	5,288
	613,016			487,658	115,959	9,399	613,016
Total Cash Surplus / (Shortfall)	18,327			19,369	4,401	(5,443)	18,327

## **Transition Communications Plan**

Item #15

October 27, 2021

Board of Directors

**Report: BD: 2021-23**

**To:** Board of Directors

**From:** Arlene Howells, Interim Communications & Stakeholder  
Engagement Lead

**Date:** October 27, 2021

### **PURPOSE:**

The purpose of this report is to provide information on the communications plan regarding the transition of TSHC to an operating company.

### **RECOMMENDATION:**

It is recommended that the Board of Directors accept this report for information purposes.

### **REASON FOR RECOMMENDATION:**

A Joint Communications Working Group with representation from the City of Toronto, Toronto Community Housing Corporation and Toronto Seniors Housing Corporation was formed to develop communications plans related to Transition.

In advance of coming to the Board, the draft communications plan has had the benefit of feedback from tenant representatives via a Focus Group organized by the Tenant Engagement team at Toronto Community Housing.

The communications plan commences with an October Kick-Off campaign including communications to internal and external stakeholders about the

## **Toronto Seniors Housing Corporation**

Transition. Existing communications channels will be used. Tailored communications will be developed for tenants and employees as well as the media and external partners as part of this campaign. The principal message of the communications kick-off is that TSHC and TCHC are working jointly to deliver a smooth transition for tenants and staff.

Communications will follow a cascade to leaders, employees, tenants followed by the release of information to media and external stakeholders as required. Joint quarterly updates will be provided to all stakeholders, similar in tone, feel and approach to the October Campaign. Touchpoint Pulse Checks with tenants will occur, again using existing channels, to confirm message resonance with tenants, barriers to receiving communications, and asking what more information is needed as we move forward. Employee updates aligned with existing activities and channels at Toronto Community Housing Corporation will also take place.

Work to launch the TSHC website [www.torontoseniorshousing.ca](http://www.torontoseniorshousing.ca) is underway. Once operational, visitors will be able to find background information, Board information, video links to view past Board Meetings, Frequently Asked Questions and a Contact Us email address.

As much as possible, communications will be delivered in the top 10 languages used in the 83 seniors designated buildings. This includes information on our website, information to be posted in the buildings and information mailed directly to tenants homes.

A Transition visual identity has been developed for use with all our communications to help differentiate Toronto Seniors Housing Corporation from Toronto Community Housing Corporation. This simple but functional visual identity will be used in lieu of a more fulsome branding exercise for the corporation that will be considered when the new CEO is appointed. Currently work is underway to develop a visual library to support communications today and in the future.

### **Attachment 7: Joint Transition Communications Plan**

**Item 15**

**Attachment 7 – TSHC/TCHC Joint Transition  
Communications Plan**

# Joint Transition Communications Plan

City of Toronto

Toronto Seniors Housing Corporation

Toronto Community Housing Corporation



**Toronto Seniors  
Housing Corporation**

Toronto Community Housing



# Communication Objectives

- Build awareness by providing relevant and timely information about Toronto Seniors Housing Corporation and the transition to the new corporation in June 2022
- Ensure affected employees and tenants know about and understand the transition, including what will and will not change in terms of their work or their tenancy
- Proactively address any emerging concerns from employees, tenants and stakeholders through tailored messaging, products and engagement activities
- Ensure labour partners, community groups, health partners and other stakeholders are aware of changes to the organization structure and potential impacts



# Key Audiences

## Tenants

- Tenants living in TCHC seniors' buildings (managed by SHU)
- Community representatives in TCHC seniors' buildings
- Senior Tenants Advisory Committee (STAC) members
- Tenant leaders elected in TCHC seniors' buildings
- Other TCHC tenants

## Staff

- SHU leadership and management teams
- SHU employees
- Bargaining agents (CUPE Local 416, CUPE Local 79)
- TCHC managers and staff
- Commissioner of Housing Equity Team



# Key Audiences



- Mayor's Office
- City Manager and Deputy City Manager
- City and Mayors Office Communications Leads
- Housing Secretariat
- Senior Services and Long-Term Care
- Shelter Support and Housing Administration
- Social Development, Finance and Administration
- Tenants First Project

## Seniors housing stakeholders

- Toronto Central LHIN
- Ministry of Health & Long-Term Care
- Health partners
- Social services partners
- Community agencies



# October Transition Kick Off Campaign



**Four-page mailer** to all SHU households updating them on the transition and providing answers to questions they may have.



**Posters** in buildings with high level transition messaging



**Staff communication** with information on transition and how to answer questions that may be asked by tenants in seniors buildings.



**E-mail** to SHU staff announcing date of formal transition and Q&A (need to engage with labour partners first)

# Ongoing Communications Products

## Tenants

- Standing agenda item on STAC
- Full Q&A document (living document)
- Posters and flyers in all seniors buildings to update senior tenants at key milestones
- Standing TSHC content in every issue of Seniors Speak (quarterly SHU newsletter) and Tenant LOOP (quarterly TCHC newsletter)
- Online tenant information sessions to provide updates to tenants and respond to questions (switching to in-person sessions when safe to do so)
- TSHC webpage aggregating existing content from TCHC and City of Toronto sites
- Social media posts on TCHC website
- TSHC interim logo to build a brand presence for TSHC
- Translation of materials into top 10 languages

## Staff

- E-mail communication from Jag Sharma and Michael Sherar to share high level principles of the transition, timelines and key milestones
- Jag Sharma and Michael Sherar to participate in SHU townhall to discuss transition and answer questions
- Engagement with labour partners and support communications efforts by them to their members
- Provide information on inHouse
- Provide Q&A to Managers and Directors to support employees
- Keep staff updated on communications going to tenants
- Provide CSEs with communications tools to respond to tenant questions and concerns.

# Fall/Early Winter 2021 Activities

Audience/Activity	Timing
<b>Tenants</b>	
<ul style="list-style-type: none"><li>• Small ad-hoc focus group for input on Joint Communications Plan</li></ul>	Mid-October
<ul style="list-style-type: none"><li>• Kick Off Communications Campaign</li></ul>	Late October
<ul style="list-style-type: none"><li>• Seniors Speak &amp; Tenant Loop Newsletters Update</li></ul>	November
<ul style="list-style-type: none"><li>• Communications Update to STAC and Pulse Check</li></ul>	November 15
<ul style="list-style-type: none"><li>• Briefing at ISM Phase 1 Info Session and Pulse Check</li></ul>	November 16
<ul style="list-style-type: none"><li>• Shared Services Draft 1 Focus Group &amp; Pulse Check</li></ul>	December

Tentative  
Communications  
& Engagement  
Opportunities

# Fall/Early Winter 2021 Activities

Audience/Activity	Timing
<b>Employees</b>	
• Letter to employees from Jag and Michael	Prior to release of information externally Late October
• Q&A to support letter from Jag & Michael	
• Virtual town halls and team meeting updates as scheduled	Late November
<b>General</b>	
• Launch of TSHC Transition Website & Identity	Late October
• Board meeting notification	Ongoing
• Posting of Board meeting to YouTube (pending)	Ongoing
• Live streaming of Board Meetings	End of Oct., ongoing

Tentative  
Communications  
& Engagement  
Opportunities

# Winter/Spring 2022 Activities

Audience/Activity	Timing
<b>Tenants</b>	
<ul style="list-style-type: none"> <li>Update on Transition from Jag and Michael – Direct mail letter with Q&amp;A to tenant households</li> </ul>	Mid-January 2022 & April
<ul style="list-style-type: none"> <li>Posters to support direct mail information</li> </ul>	
<ul style="list-style-type: none"> <li>Seniors Speak &amp; Tenant Loop Newsletters Update</li> </ul>	Spring 2022 as scheduled
<ul style="list-style-type: none"> <li>Communications &amp; Engagement Update to STAC and Pulse Check</li> </ul>	Q1&Q2 as scheduled
<ul style="list-style-type: none"> <li>Briefing at ISM Phase 2 Info Session and Pulse Check</li> </ul>	Q1 as scheduled
<ul style="list-style-type: none"> <li>Introduction to new TSHC CEO – Direct mail letter with Q&amp;A to tenant households</li> </ul>	April 2022
<ul style="list-style-type: none"> <li>Posters to support direct mail information</li> </ul>	

Tentative  
Communications  
& Engagement  
Opportunities

# Winter/Spring 2022 Activities

Audience/Activity	Timing
<b>Employees</b>	
<ul style="list-style-type: none"><li>• Timely updates and next steps around transition and its impact to employees</li></ul>	Ongoing January – June 2022
<ul style="list-style-type: none"><li>• Virtual town halls and team meeting updates as scheduled</li></ul>	TBD
<b>General</b>	
<ul style="list-style-type: none"><li>• CEO Announcement</li></ul>	End of April (TBC)
<ul style="list-style-type: none"><li>• Board meeting notification</li></ul>	Ongoing
<ul style="list-style-type: none"><li>• Posting of Board Meeting to YouTube Channel</li></ul>	Ongoing
<ul style="list-style-type: none"><li>• Transition to Operations Announcement and new operating team</li></ul>	June 1, 2022

Tentative  
Communications  
& Engagement  
Opportunities



# Thank you

متشكرم

Σας ευχαριστώ

감사합니다

Dziękuję Ci

Спасибо

谢谢

Gracias

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Дякую

Cảm ơn bạn





## **Draft Executive Leadership Team Structure and Executive Compensation Salary Ranges**

Item #16

October 27, 2021

Board of Directors

**Report: BD: 2021-24**

**To:** Board of Directors

**From:** Helena Ferreira, Interim People and Culture Lead

**Date:** October 27, 2021

### **PURPOSE: INFORMATION UPDATE**

To provide the Board of Directors with the information for consideration in the establishment of the Executive Leadership Team (“ELT”) structure for the Toronto Seniors Housing Corporation (“TSHC”) and executive compensation salary ranges.

### **RECOMMENDATIONS:**

It is recommended that the Board of Directors receive this report for information purposes. Based on Board review and feedback a resolution for approval by the Board on these matters will be presented at an upcoming meeting. It is recommended that the final approval of the ELT structure be confirmed by the Board in consultation with President and CEO (“CEO”) once appointed.

### **REASONS FOR RECOMMENDATIONS:**

Executive Leadership Team Structure:

## **Toronto Seniors Housing Corporation**

It will be useful for TSHC to have an understanding of its likely ELT structure to enable planning for transition. Once approved by the Board for planning purposes, the ELT structure can be re-confirmed at a later date, with any changes, in consultation with the CEO once appointed. It is recommended that the initial ELT be comprised of:

1. President and CEO
2. Chief Operating Officer
3. VP, Tenant Health and Wellness
4. Chief Financial Officer
5. VP, Human Resources
6. General Counsel and Corporate Secretary
7. VP, Tenant Engagement, Communications and Strategic Planning

Once the permanent CEO is hired and in place, a further refining of this structure will take place.

### **Interim Executive Compensation Salary Ranges:**

Approved executive compensation salary ranges are required in order to hire the ELT in a timely manner. A third-party compensation review ("review") to establish salary bands for TSHC will take time and it is important that this review commence as soon as possible. The review will not be completed in time to confirm the CEO salary range prior to the commencement of the CEO search.

### **IMPLICATIONS AND RISKS:**

No specific risk is identified.

### **SIGNATURE:**

*"Helena Ferreira"*

Helena Ferreira  
Interim Human Resources Lead

## **Toronto Seniors Housing Corporation**

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**Attachment 8:** *Draft Executive Leadership Team Structure – Organizational Chart*

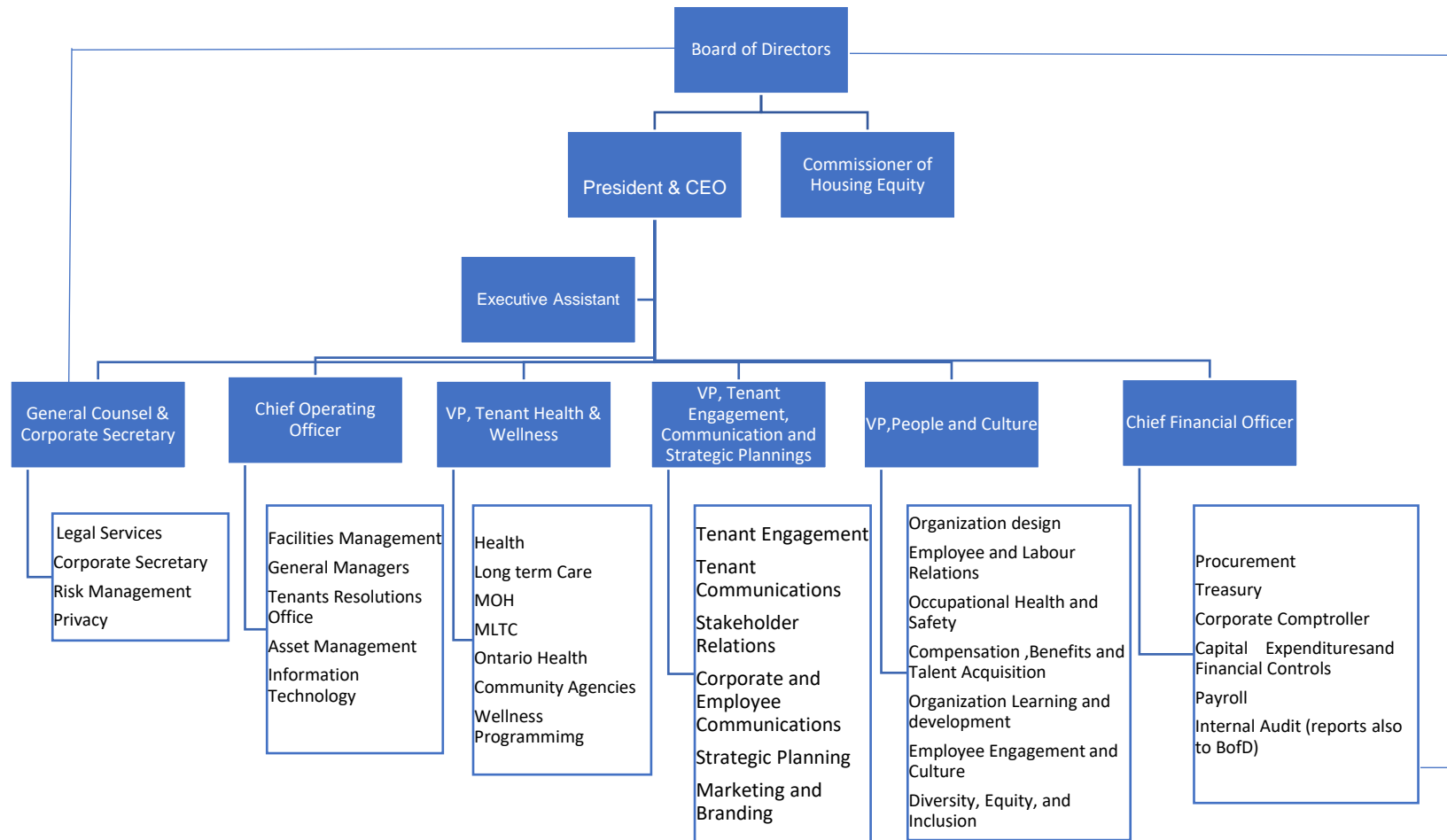
### **STAFF CONTACT:**

Helena Ferreira, Interim Human Resources Lead  
*Helena.Ferreira@Torontoseniorshousing.ca*

**Item 16**

**Attachment 8 – Draft Executive Leadership Team Structure –  
Organizational Chart**

**Toronto Seniors Housing Corporation**  
***Draft Executive Leadership Team Organization Chart***



**TSHC/TCHC Shared Services Review**

Item #17

October 27, 2021

Board of Directors

**Report: BD: 2021-25**

**To:** Board of Directors

**From:** Mary Tate, Interim Project Management Lead

**Date:** October 15, 2021

**PURPOSE: INFORMATION UPDATE**

**Purpose:**

The purpose of this report is to provide an update to the Board on the Shared Service component of the transition plan.

**Recommendation:**

It is recommended that this report be received by the Board for information purposes.

**Reasons for Recommendation:**

One of the major issues to be addressed as part of the transition of TSHC is how wide range of services will be provided to enable TSHC to conduct business. Broadly speaking, the options are:

- TSHC provides the service directly
- TSHC provides the service through a third-party provider
- The service is provided by TCHC as a shared service.

Given the short timeline to transition, It is possible that some services will be provided as a shared service on an interim basis, with more direct TSHC service delivery evolving over time.

## **Toronto Seniors Housing Corporation**

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The City of Toronto has engaged a consultant, MNP, to support the development of a shared services plan. The consultant approach is to create an inventory of required services and then make recommendations on how they could be delivered. The inventory will be quite extensive. Some examples include:

- Back-office services such as payroll, HR transactions such as hiring and on boarding, financial services such as accounts payable and financial accounting
- Tenant-related services such as rent calculations and lease renewals
- Property management functions such as maintenance requests and tracking and management of building access.

It should be noted that currently, the Seniors Housing Unit of TCHC delivers some services directly. When this unit transitions to TSHC, these may continue to be directly provided. At the current time, TCHC provides services to support the SHU, and the SHU is integrated into TCHC's information technology systems. These are areas that may best be provided on a shared basis, at least in the near future, to support a smooth transition to TSHC.

### **Current Status:**

A first meeting with MNP was held on Thursday October 14. This meeting was attended by staff of the City of Toronto, TCHC, and members of the TSHC transition team. This group will meet regularly to oversee the shared services project.

TSHC and TCHC indicated to MNP that our timelines include an interim report to the November TSHC Board meeting and the early December meeting of the TCHC board. The purpose of the interim report is to provide a preliminary list of potential shared services. This would allow some early work to be initiated on how these services could function. MNP agreed to revise their project schedule to accommodate this early report.

The final consultant report is due in February. It will provide a more fulsome recommendation on how the full range of services could be delivered. The final report will also include recommendations on shared services governance and costing.

## **Toronto Seniors Housing Corporation**

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### **Shared Services Agreement:**

Once the range of shared services to be provided by TCHC to TSHC is determined, it will be necessary to execute a shared services agreement. TCHC has begun work on developing a shared services agreement framework. When hired, the TSHC Corporate Counsel will work with TCHC on the legal aspects of the shared services arrangements.

### **Signature:**

A handwritten signature in black ink that reads "Mary Tate". The signature is written in a cursive style with a large, stylized 'M' and 'T'.

Mary Tate

Interim Project Management Lead  
Toronto Seniors Housing Corporation



**Board of Directors Meeting Transition Project Plan**

Item 18

October 27, 2021

Board of Directors

**Report: BD: 2021-26**

**To:** Board of Directors

**From:** Mary Tate, Interim Transition Project Manager

**Date:** October 15, 2021

**PURPOSE: INFORMATION UPDATE**

**Purpose:**

The purpose of this report is to provide the Board with an update on the development of the Transition Project Plan. A detailed project plan for the transition is being developed. An overview of the project plan provided in this report.

The report also provides a proposed template for project status reports for the Board, and an initial project status report as of October 15, 2021.

**Recommendation:**

It is recommended that this report be received by the Board for information purposes.

Signature:



Mary Tate

Interim Transition Project Manager

Toronto Seniors Housing Corporation

**Attachment 9: Transition Project Plan**

**Item 18**

**Attachment 9 – Transition Project Plan**

**Toronto Seniors Housing Corporation  
Project Plan Update**

**Project Planning**

<b>Process to Develop Transition Project Plan</b>		
<b>Step</b>	<b>Process</b>	<b>Status</b>
Identify Work to Be Completed	<ul style="list-style-type: none"> <li>• Create transition checklist</li> <li>• Review shareholder Direction and other background material</li> <li>• Discuss with TSCH Team Members</li> <li>• Discuss with TCHC and City of Toronto</li> </ul>	Complete
Determine Project Plan Structure	<ul style="list-style-type: none"> <li>• Break down work into major “buckets”</li> <li>• Assign lead responsibilities</li> <li>• Determine key activities within each “bucket”</li> <li>• Create high level tasks</li> <li>• Verify with team members</li> </ul>	Complete
Set key dates, milestones and dependencies	<ul style="list-style-type: none"> <li>• Identify key milestones</li> <li>• Set date for completion at task level</li> <li>• Align project plan with Board meetings for decision-making</li> <li>• Link activities and timelines based on dependencies</li> </ul>	In progress
Create/monitor formal project plan	<ul style="list-style-type: none"> <li>• Conduct detailed planning for status purposes</li> <li>• Monitor progress against project plan</li> </ul>	In progress

# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation High Level Project Plan

Legend			Joint with TCHC		TSCH Work					
Major Work Breakdown	Lead	Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Governance	CC	Governance Best Practices								
		Operating Agreement								
		Board Support								
Shared Services	Mary	Shared Services Consulting Project								
		SS Transition Implementation								
Finance	Norm	Budget								
		Lease Agreement								
		Financial Policies								
		Risk Management								
Administration	Norm	Insurance								
		Accommodation								
		Information Technology								
HR/Labour Relations	Helena	Staff Transfer from TCHC								
		Organization Design								
		Intial Hiring								
		TSHC HR Function								
		Organizationl Culture								
Communications/TR	Arlene	Joint Communications Plan								
		Interim TSHC Presence								
		Longer Term TSHC Presence								
		Target Tenant Engagement Approach								
Transition Priorities/Planning	Mary	Transition Plan Overview								
		Transition Plan Details								

## Project Status Reporting

The project team will review project status weekly based on the detailed project plan.

At each Board meeting, overall project status will be reported to the Board using the following proposed template:

**Toronto Seniors Community Housing Corporation Transition  
Board Project Status Report  
Status as of [DATE]**

Overall Status: Red ☐ Yellow ☐ Green ☐

Status by Work Area		
Work Area	Status	Comments/Issue for Discussion/Decisions Required
Governance		•
Shared Services		•
Finance		•
Administration		•
HR/Labour Relations		•
Communications/TR		•
Transition Priorities/Planning		•
<b>Notable Accomplishments This Period:</b>		
<b>Decisions Made This Period:</b>		
<b>Additional Issues and Questions for Discussion:</b>		

Upcoming Activity by Work Area	
Work Area	Planned Activity Next Month
Governance	•
Shared Services	•
Finance	•
Administration	•
HR/Labour Relations	•
Communications/TR	•
Transition Priorities/Planning	•
<b>Issues and Questions for Discussion:</b>	

**Current Status:**

The project status report as of October 15 is provided on the following page.

# Toronto Seniors Housing Corporation

## Toronto Seniors Community Housing Corporation Transition Board Project Status Report

Status as of October 15

Overall Status:    Red    ☐    Yellow    ☐    Green    ☒

Status by Work Area		
Work Area	Status	Comments/Issue for Discussion/Decisions Required
Governance		See individual information reports
Shared Services		
Finance		
Administration		
HR/Labour Relations		
Communications/TR		
Transition Priorities/Planning		
Notable Accomplishments This Period:		
Decisions Made This Period:		
Additional Issues and Questions for Discussion:		

Upcoming Activity by Work Area	
Work Area	Planned Activity Next Month
Governance	<ul style="list-style-type: none"> <li>• Corporate Counsel recruitment</li> <li>• Plan for additional Board orientation</li> </ul>
Shared Services	<ul style="list-style-type: none"> <li>• Work with consultant to identify potential shared services opportunities</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Budget discussions with TCHC and City</li> <li>• Develop lease agreement principles and structure</li> </ul>
Administration	<ul style="list-style-type: none"> <li>• Continue negotiation with TCHC on accommodation</li> <li>• Develop understanding of THCH IT environment</li> </ul>

<b>Upcoming Activity by Work Area</b>	
<b>Work Area</b>	<b>Planned Activity Next Month</b>
HR/Labour Relations	<ul style="list-style-type: none"> <li>• Gather information from TCHC on transferring staff, labour relations issues</li> <li>• CEO recruitment—work with search firm</li> </ul>
Communications/Engagement	<ul style="list-style-type: none"> <li>• Staff and tenant communications – launch of October communications campaign</li> <li>• Release of brief transition update in Seniors Speak and Tenant Loop</li> <li>• Launch of transition website</li> </ul>
Transition Priorities/Planning	<ul style="list-style-type: none"> <li>• Identify transition “must haves”</li> </ul>
Issues and Questions for Discussion:	

## **2022 Board Meeting Dates**

Item #19

October 27, 2021

Board of Directors

**Report: BD: 2021-26**

**To:** Board of Directors

**From:** Maureen Quigley, Board Chair

**Date:** October 27, 2021

### **PURPOSE:**

The purpose of this report is to recommend for approval the proposed 2022 Board Meeting Dates.

### **RECOMMENDATION:**

It is recommended that the Board of Directors approve the following eight 2022 Board Meeting dates.

Wed. January 26, 2022	8:30 – 11:00am
Wed. February 23, 2022	8:30 – 11:30am
Wed. March 30, 2022	8:30 – 11:30am
Wed. April 27, 2022	8:30 – 11:30am
Wed. May 18, 2022	8:30 – 11:30am
Wed. June 29, 2022	8:30 – 11:30am
Wed. September 28, 2022	8:30 – 11:30am



## **Toronto Seniors Housing Corporation**

Wed. November 30, 2022	8:30 – 11:30am
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### **REASONS FOR RECOMMENDATION:**

Due to the number and cadence of Board approvals required for transition of TSHC to an operating company on June 1<sup>st</sup>, 2022, it is recommended that Board meetings be held monthly until then. Following the transition, meetings will be less frequent with 3 for the remainder of the year. In addition to these scheduled Board meetings, special Board meetings may be called, particularly close to the transition date in order that any very time sensitive transition issues or approvals can be managed between the regularly scheduled meetings if necessary.

### **SIGNATURE:**

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Maureen Quigley, Board Chair  
Toronto Seniors Housing Corporation